MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 3, 2021/2022

DMH5016 – PROJECT MANAGEMENT

(DEE)

10 AUGUST 2022
9.00 a.m - 11.00 a.m
(2 Hours)

INSTRUCTIONS TO STUDENTS

1. This Question paper consists of 5 pages with 4 Questions only.

2. Attempt **ALL** questions. All questions carry equal marks and the distribution of the marks for each question is given.

3. Please write all your answers in the Answer Booklet provided.

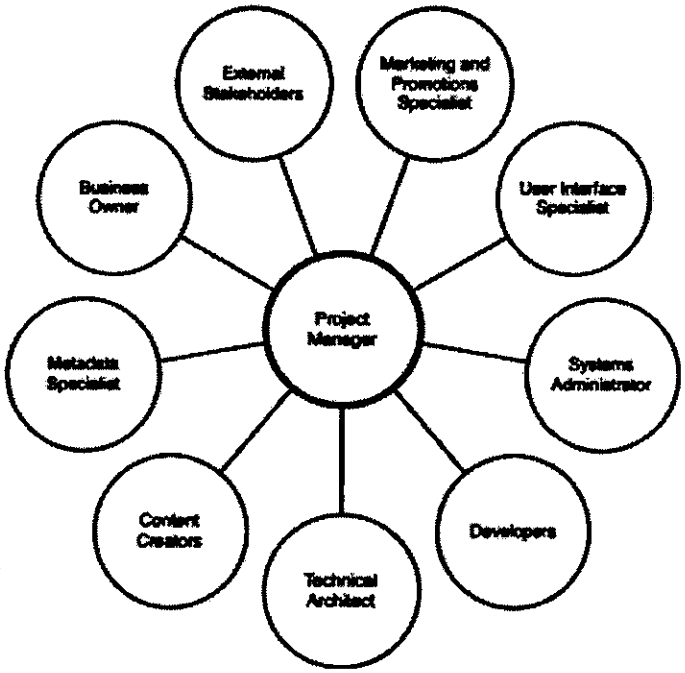
Question 1

(a) Briefly discuss FOUR purposes of time schedule in Project Management? [8 marks]

(b) The ability to communicate effectively with superiors, colleagues, and staff is essential no matter what industry you work in. Name FIVE essential communication methods. [5 marks]

(c) Define the typical role of a Business Owner and Project Manager. [6 marks]

(d) Based on the diagram below, give THREE strengths and THREE challenges you would anticipate in this management model. [6 marks]



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Question 2

(a) A project organization is a structure that facilitates the coordination and implementation of project activities. Briefly describe the THREE different types of organization that you know. [6 mark]

(b) PESTLE analysis is used as a tool by companies to track the environment they are operating in or are planning to launch a new project/product/service. List out any **FOUR** considerations in this analysis. [4 mark]

(c)

	Investment	RM 12,000,000
Cost	Year 1	RM 2,000,000
Cost	Year 2	RM 2,000,000
Cost	Year 3	RM 1,500,000
Cost	Year 4	RM 1,500,000
Cost	Year 5	RM 1,500,000
	Total	RM 18,500,000

Revenue	Year 1	RM 4,000,000
Revenue	Year 2	RM 5,000,000
Revenue	Year 3	RM 5,000,000
Revenue	Year 4	RM 5,500,000
Revenue	Year 5	RM 5,500,000
	Total	RM 29,000,000

Interest Rate	8%

There is an opportunity to invest in a business that will have five years cost and revenue as per above table. It can earn 8% per year compounded annually on a mutual fund that has similar risk. If the startup costs is RM12 million;

i) Generate a cash flow table for the above scenario. [6 marks]

ii) Calculate the NPV for the investment opportunity above. [6 marks]

iii) Should it invest? [3 marks]

Continued ...

Question 3

a) List down the **SIX** steps of the Project Risk Management Process. [6 marks]

b) Your company decided to setup a new plant for waste recycling business, while you and your team are tasked to perform certain risk management analysis.

i) You are asked to perform the company's **SWOT Analysis** on the recycling business. What does **SWOT** refers to? [4 marks]

ii) You are asked to consult the experienced personals in the field of waste recycling. Which tool or technique did you apply for such interview? [2 marks]

iii) The company has two options in setting up the new plant: either by setting up a new recycling machine or by buying an old recycling machine. **Figure Q3** illustrates the decision tree of such options.

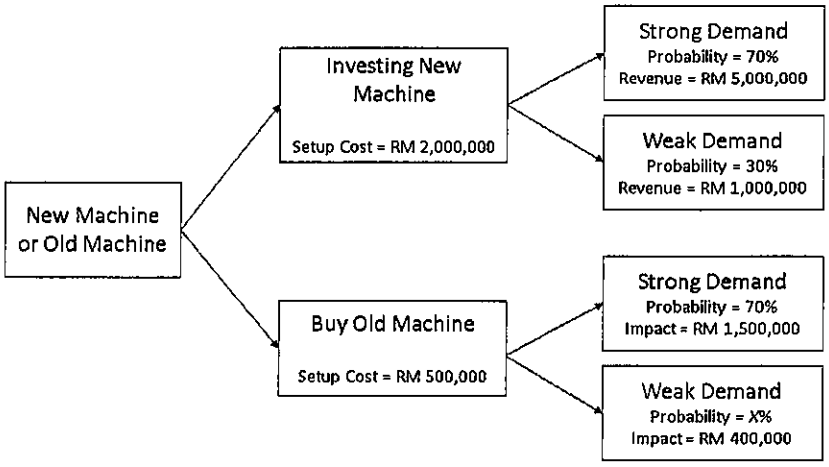

Figure Q3. The Decision Tree of New Plant Setup

- Determine X in **Figure Q3.** [3 marks]
- Calculate the **EMV** (Expected Monetary Value) of both options. [6 marks]
- Based on the calculated EMV, which is the reasonable option that your company should choose? Explain why. [4 marks]

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Question 4

a) There are two methods described as the output of process in Human Resource Planning, namely RAM and RACI.

i) What is the concept of RAM (Responsibility Assignment Matrix)? [3 marks]

ii) What is the defination of RACI ? State the role of each in RACI. [8 marks]

b) Managing Project Team is one of the key process in Project Human Resource Management. Specify FOUR (4) Tools and Techniques for Managing Project teams. [4 marks]

c) Tuckman Ladder model is applied in one of the core process of Project Human Resource Management. Based on the below description, match the description with the Tuckman steps (A~E) and steps sequence (F~J) as tabulated below:

Description	Tuckman Ladder Steps	Steps Sequence
Team members start understanding, agree and accept good idea, proceed execution in order to reach their common goal.	A:_____	F:_____
Team members start to know each others, understand why they are chosen for the project.	B:_____	G:_____
Team members start brainstorming, free to provides idea and proposal. Potential risk of conflict and clash of idea occurrence.	C:_____	H:_____
Team members completed the given task, planned dissolution.	D:_____	I:_____
Team members start function as a unit, able to handle the decision-making process without supervision.	E:_____	J:_____

Note : Steps Sequence : 1~5, with 1st step start from 1. [10 marks]

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